

**Minutes of the Board of Regents,
Uniformed Services University of the Health Sciences**

**Meeting No. 190
February 3, 2015**

The Board of Regents, Uniformed Services University of the Health Sciences met on February 3, 2015, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Everett Alvarez Jr. Board of Regents Room (D3001), Bethesda, Maryland. The meeting date and agenda items were published in the Federal Register and each Regent was duly notified prior to the meeting. The Board Executive Secretary, Jeffrey L. Longacre, M.D., was present during the meeting along with the Designated Federal Officer (DFO), Mrs. Jennifer K. Nuetzi James. The meeting was called to order at 8:00 a.m. Members and advisors listed below were in attendance:

Board Members

Ronald R. Blanck, D.O., Chair
Otis W. Brawley, M.D., Member
Haile T. Debas, M.D., Member (participated by teleconference)
GEN Ronald H. Griffith, USA (Ret), Member
Michael M.E. Johns, M.D., Member
Kenneth P. Moritsugu, M.D., Member
Charles S. Robb, J.D., Member
Gail R. Wilensky, Ph.D., Member
Jonathan Woodson, M.D., Assistant Secretary of Defense for Health Affairs (participated by teleconference)
Charles L. Rice, M.D., President, USU
Maj Gen Dorothy A. Hogg, USAF, NC, Representing the Surgeon General of the U.S. Air Force
RADM Sarah R. Linde, USPHS, Representing the Surgeon General of the United States

Advisors to the Board

Gen Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Arthur L. Kellermann, M.D., M.P.H., Dean, F. Edward Hébert School of Medicine, USU
Carol Romano, Ph.D., R.N., Dean, Daniel K. Inouye Graduate School of Nursing, USU
Patrick D. Sculley, D.D.S., M.A., Executive Dean, Postgraduate Dental College, USU
Col L. Andrew Huff, USAF, MC, Director, Armed Forces Radiobiology Research Institute, USU
BG Jeffrey B. Clark, MC, USA, Director, Walter Reed National Military Medical Center
Joshua Girton, J.D., Legal Advisor to the Board of Regents, USU

Dr. Brawley was recognized with the Order of Military Medical Merit Award and the Distinguished Service Award for his dedicated service to the Uniformed Services University as a member of the USU Board of Regents since 2002.

OPENING COMMENTS

Dr. Blanck welcomed Maj Gen Allen from Malcolm Grow, Dr. Maddox, the new USU Vice President for Research, and Dr. Carol Romano, the new Dean for the Daniel K. Inouye Graduate School of Nursing. The following points were included in Dr. Blanck's remarks:

- The next Board meeting will be May 14-15, 2015, at USU. Future meeting dates were referenced at Tab 7, and Board members were asked to please check their calendars for conflicts. May 16, 2015 is commencement, which will be held at the Daughters of the American Revolution, Constitution Hall, and the speaker is Lt Gen Travis, Surgeon General of the Air Force and USU alumnus. Board members were asked to notify Mrs. James if regalia was required.
- The August 3-4, 2015, Board meeting will tentatively be held in Portsmouth
- The Liaison Committee for Medical Education (LCME) site visit at the University will be October 25-28, 2015
- Dr. Blanck noted the availability to purchase a brick in the courtyard and if anyone in the Board is interested in buying a brick, which benefits the USU Alumni Association. Mrs. James has additional purchasing details
- Dr. Blanck noted the award approval process is being updated in response to FACA
- Tabs 25-28 contain the Charter, Membership Balance Plan, Bylaws and Policy Statements with changes noted. Dr. Blanck asked members to review those changes and if there are any comments or feedback, please send those via email
- The next new Board member will be, Dr. Leo Rouse, Dean of Howard University Dental School. The appointment was approved by the DepSecDef and it is possible he will be on board for the next meeting
- Dr. Blanck reviewed the Association of Governing Boards membership benefits. Those not a member and interested should let Mrs. James know in order to be added to the membership
- Faculty packet due dates are at Attachment 1 and provided for information
- Dr. Blanck noted that a closed session would occur subsequent to the open session to address personnel actions and active investigations
- Dr. Blanck noted the manila folder on the table containing handouts which will be referred to during the meeting
- USU Form 450 (alternate financial disclosure form) and biography updates are due. If members have not submitted the form 450, copies are available to complete. also Individual bios are at the table for review and update
- Emergency Information Cards were provided at the table which fit the USU identification card and lanyard holder. The card has important emergency information regarding items such as what to do for an active shooter, medical emergency or fire emergency. This is part of a campus-wide effort to ensure we know how to respond if necessary. An emergency drill will occur on campus February 9th and 10th.

MATTERS OF GENERAL CONSENT

Dr. Blanck presented the matters of general consent listed below.

- Minutes of the October 14, 2014 meeting at Tab 8 (electronically approved to meet 90-day reporting requirements)
- Declaration of Board Actions (items already approved between the October meeting and this meeting)

Upon motion duly made and seconded, the Board

Vote by voice vote: Approved the matters of general consent as presented.

BOARD ACTIONS

Degree Granting - Graduate Education

Dr. Kellermann presented for certification six candidates to receive degrees. All six candidates were presented for the Doctor of Philosophy degrees (two candidates in the Emerging and Infectious Diseases Graduate Program, two candidates in the Environmental Health Science Graduate Program, one candidate in the Department of Medical and Clinical Psychology and one candidate in the Neuroscience Graduate Program).

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president confer the degrees as stated upon each of the six candidates.

Degree Granting - Graduate School of Nursing

Dr. Romano presented for certification twenty-three candidates to receive degrees. Four candidates were presented for the Doctor of Philosophy degree (all four candidates in the Doctor of Nursing Science Program). Nineteen candidates were presented for the Master of Science in Nursing Program (all nineteen candidates in Nurse Anesthesia).

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendations as presented by Dr. Romano and recommended that the university president confer the degrees as stated upon each of the twenty-three candidates.

Faculty Appointments and Promotions – School of Medicine

Dr. Kellermann presented the recommendations made by the School of Medicine Committee on Appointments, Promotion and Tenure at a meeting held on December 12, 2014. Forty individuals were recommended for faculty appointments or promotion. Dr. Kellermann noted the handout for two additional faculty considerations, the Emeriti Professor designations for Dr. Carl H. Gunderson and Dr. Gerald Quinnan.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Kellermann and recommended that the university president implement the actions for the forty-two faculty recommendations.

Faculty Appointments and Promotions – Postgraduate Dental College

Dr. Sculley presented the recommendations made by the Postgraduate Dental College Committee on Appointments and Promotions at a meeting held on December 11, 2014. Four individuals were recommended for faculty appointments or promotion.

Upon motion duly made and seconded, the Board

Vote by voice voted: Concurred with the recommendations as presented by Dr. Sculley and recommended that the university president implement the actions for the four faculty recommendations.

Awards and Honors

Dr. Blanck noted the recommendations by the Names and Honors Committee for Dr. Sandra Bibb to receive the Exceptional Service Award and Dr. Marguerite Littleton-Kearney to receive the Exceptional Service Award.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as noted by Dr. Blanck and recommended that the university president implement the actions.

Award Nominations

Dr. Blanck noted the Postgraduate Dental College Board of Regents Award. Dr. Sculley presented the nomination of MAJ Paul Joseph Crites to receive the Board of Regents Award for the Postgraduate Dental College for his academics, leadership and research work.

(It was noted after the meeting that due to an administrative error, the nominee's rank was incorrect and should be CPT Paul Joseph Crites.)

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Sculley and recommended that the university president implement the action.

Dr. Auster presented the Carol Johns Award nomination. Dr. Gerald Quinnan was nominated by the Faculty Senate. Dr. Blanck noted how meaningful the award is and what an honor it is to receive the Carol Johns Award.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Auster and recommended that the university president implement the action.

Dr. Romano presented the Daniel K. Inouye Graduate School of Nursing Board of Regents Award nomination. CPT(P) Holly Archer was selected to receive the Board of Regents Award for her academic and leadership achievements.

Upon motion duly made and seconded, the Board

Vote by voice vote: Concurred with the recommendation as presented by Dr. Romano and recommended that the university president implement the action.

Governing Documents

Dr. Blanck noted the Governing Documents at tabs 25-28 and for members to review those documents. No motion to approve is needed. The only action needed at this time is for the Board to review the documents and the proposed changes.

PRESIDENT'S REPORT

The following points were included in Dr. Rice's discussion:

- Dr. Rice noted the Armed Forces Radiobiology Research Institute (AFRRI) Institute of Medicine (IOM) report in the handouts folder which notes the research on the health effects of low level ionizing radiation. The IOM was asked to take a look at the

government's efforts in low level ionizing radiation, particularly AFRRI. Items to highlight include the finding from the IOM that there is no national strategy. Secondly, the IOM noted AFRRI as a unique resource with no other comparable entity in the world. Dr. Rice noted the continued efforts to highlight the need for further research in low-level ionizing radiation and strategies to mitigate the effects and combined injury.

- Dr. Rice noted the problem of gaining access on the base.
- Brig Gen Miller, the Commandant of the Medical Education and Training Campus (METC), in San Antonio, was in attendance. Dr. Miller, a USU alum, was warmly welcomed.
- It was noted that as part of the degree granting actions, Graduate School of Nursing doctoral candidate Mary Patricia Couig, retired Rear Admiral and former Chief of Nursing in the Commissioned Corps of the Public Health Service was a candidate for review. This highlights the strong relationship of the University and the Commissioned Corps.
- Updates on the search processes include the selection of Dr. Yvonne Maddox for the Vice President for Research, Mr. Walt Tinling for Vice President for Finance and Administration and Dr. Carol Romano for Dean of the Daniel K. Inouye Graduate School of Nursing. A search is underway for the Executive Dean of the Postgraduate Dental College. Dr. Sculley will retain the title of Senior Vice President of University Programs and a search is underway for the Executive Dean that is being chaired by Dr. Reamy. Dr. Reamy noted that on March 13th there would be two finalist candidates on campus for interviews. When a selection is made Dr. Rice will notify the Board.
- The annual leadership off site was held in Norfolk, VA at the Navy and Environmental Preventive Medicine Unit at the Naval Air Station. Dr. Rice thanked Dr. Woodson, BG Clark and Brig Gen Miller for their attendance and noted Tidewater area leaders including Brig Gen Sean Murphy (Joint Base Langley-Eustis), RADM Terry Moulton (Navy Medicine East), and CAPT Via (Commanding Officer, Navy Medicine Portsmouth). Extensive discussions included the alignment of the USU Strategic Framework with Dr. Woodson's lines of effort in the MHS Strategic Plan. Dr. Rice noted that Dr. Woodson expressed his pleasure in how well the USU Strategic Framework lined up with the MHS Strategic Plan. Additional discussions included potential POM proposals for FY17. Several proposals were identified and Mr. Tinling and his staff are reviewing those. Dr. Rice noted he will notify the Board of those selected. BG Clark, Director of the Walter Reed National Military Medical Center, spoke later in the morning regarding the Unity of Effort and combined efforts to strengthen ties between the institutions and the unique relationship of the Medical Center with the University as well as the National Institutes of Health. BG Clark and the Deans have worked hard to combine efforts, resulting in such accomplishments as the Murtha Cancer Center with the National Cancer Institute.
- Dr. Rice reviewed previous challenges with the imposed FTE cap. Thanks to Dr. Woodson's tremendous efforts and success with the Under Secretary of Defense for Personnel and Readiness, there has been tremendous relief. Dr. Rice expressed thanks to Dr. Woodson and Secretary Wright for their assistance.
- The previous manpower study for the University was conducted in the early 1990's. Prior position documentation was provided from the Army, Air Force and Navy. Dr. Rice is launching a manpower study with assistance from the Army's manpower agency

and assistance from each of the three Services. By this summer, there should be information to take to the Services and identify permanent manpower needs. A civilian and contracted personnel needs assessment will follow the current manpower assessment. Due to the length of those two assessments the timeline for completion is not yet developed.

- The Enlisted to Medical Doctor Preparatory Program first cohort is doing extremely well, in partnership with George Mason University. Student performance, course loads and time in clinical service were all discussed. The anticipated Army and Air Force 2015 class will screen soon. The Navy intends to contribute to the student body and thanks to General Morgan some initial conversations with the Marine Corps have begun. Dr. Blanck noted the wonderful ceremony for the inauguration of the program.
- Building F progress includes architectural consultants validating requirements and providing options. Current funding notes that we are in the Program for 2018 (subject to annual review) and cautiously optimistic that it will move forward. Thanks to faculty for helping identify requirements for the building.
- Dr. Rice noted Dr. Longacre's recent trip to China. Dr. Longacre noted PACOM's interest in mil-mil ties to countries including China. Dr. Longacre noted the visit was interesting and the sister medical schools were excited, as was PACOM, with the potential of partnering with USU. Dr. Longacre noted the recent participation by the Chinese in the Bushmaster activities in Pennsylvania in October 2014. He noted Dr. Arnyce Pock and her involvement with the Chinese and Dr. Pock's acupuncture information exchange hosted at USU. There is considerable interest in collaboration within the medical, nursing and dental communities. In China, there is a combination of dental and oral maxillofacial surgery resulting in the field of stomatology. The DoD, PACOM and USARPAC all have expressed interest and noted the value added.
- Dr. Rice noted the reaccreditation of the Val G. Hemming Simulation Center. A consortium of Walter Reed, Fort Belvoir and USU have been reaccredited as a consortium of simulation centers. The integration of simulation in to the schools received significant compliments.
- The next Board member, Dr. Leo Rouse, was the 2nd commander of the Army Dental Command, and following his retirement became the Dean of the Dental School at Howard University and the immediate past president of American Dental Education Association. Dr. Rouse has taken time to focus on interprofessional education. The DepSecDef, Dr. Work, has approved Dr. Rouse's appointment to the Board of Regents and he will continue to be routed through the slow and arduous process for vetting.

Dr. Blanck noted the simulation center and how proud the school is of its technology. He asked how are we able to use the simulation training and are able to use it on live patients before sending the students out to practice. Discussion ensued with Dr. Kellermann noting an aggressive and incremental process. Dr. Romano noted the extensive use of simulation by the Graduate school of Nursing with a graduated approach and an opportunity for interprofessional education where nursing students can work alongside the medical students. Dr. Sculley and Maj Gen Allen noted their use of the simulation center. BG Clark noted that the accreditation was as a consortium. Dr. Rice noted an accreditor's comment which said this was the first time they had been to a CEO's office (BG Clark) where he knew the details. Dr. Rice noted the academic rigor required of simulation and there are now four certificate programs between USU and the Naval Postgraduate School. Brig Gen Miller noted that the DoD has interest to bring simulation

in to the DHA Education and Training Directorate, allowing the Services to learn from each other and the Centers of Excellence. There needs to be a process in place for skills to be maintained at all levels. Dr. Johns commented that there is no other place in the world that has the ability to execute the use of interprofessional education and interprofessional care than here, both educationally and clinically. There are potentials to publish the unique opportunity. Dr. Johns recommended the article “Navigating Veronika” in the Narrative Matters section of the *Health Affairs* publication. This is a great opportunity to differentiate and distinguish military health care from the rest of the country. RADM Sarah Linde noted her non-DoD perspective, patient care coordination and reimbursing for value-based not volume-based care. BG Clark noted the Walter Reed strategic plan revisions and becoming patient centered.

ACADEMICS SUMMARY

Dr. Johns provided a summary of the Academics Preparatory Session tabs 30-34.

- The Academics Preparatory Session included briefs from medicine, nursing, dental, the faculty senate and Graduate Medical Education (GME). Two items require Board consideration. One is graduate education, a separate presentation will occur later in the Board meeting. The group expressed concerns about the need to find solutions to strengthen, maintain and enhance graduate education programs. There are risks and threats to the program that are foundational to health education at USU. The preparatory session forwarded the SOM recommendation for the full Board to pursue the path to secure the educational program. The group also forwarded the suggested measures to pursue a select enrollment of students with international backgrounds. It also forwarded the recommendation that the full Board endorse the School of Medicine (SOM) creation of a department for Global health that works in tandem with a Center for Global Health engagement. The Center would report to the President, USU and the department would report to the Dean of the SOM. The group acknowledged the utility of the University Center because of the additional nursing and dental global health efforts. Dr. Blanck noted that the recommendations would go to Dr. Rice from the full Board. Dr. Johns noted the kudos in the reports as well as the good GME and Faculty Senate reports. Dr. Sculley noted the METC affiliation and Brig Gen Miller’s endorsement. Brig Gen Miller is scheduled to present to Dr. Junor information about the METC affiliation. The goal is to have enhanced legislative language allowing for the authority to provide undergraduate degrees at USU. Brig Gen Miller noted his appreciation of the potential affiliation with the University and opportunity for METC individuals to come away with needed certificates for education and in civilian careers. Dr. Romano noted the update to the GSN report stating that the anesthesia students graduated in December and they all have successfully passed their board certifications.

FINANCE AND ADMINISTRATION SUMMARY

Dr. Brawley provided a summary of the Finance and Administration Preparatory Session at tabs 35-38. Dr. Brawley noted the attendance of General Griffith, Dr. Moritsugu and Dr. Longacre, with information presented by Mr. Rice, Mr. Tinling, Colonel Glasz, Dr. Longacre and Ms. Folk (Henry M. Jackson Foundation). Dr. Brawley noted the following points from the preparatory session:

- Building F is being built with a focus on new teaching methods which include small groups with interaction and lower student-teacher ratios. Dr. Brawley noted the USU

SOM hasn't had a new building in over two decades and the nursing school is not keeping up with other nursing school's capital campaigns. The new building will go between AFRRRI and the university in what is currently a parking lot. Mr. Tinling noted that funds for omnibus FY15 were held up and some were distributed last week. The University had to run for 102 days on 72 days' worth of money. Two major POM items, including the global health engagement project failed at the comptroller level. Discussion occurred about faculty development concerns, distance learning and CME. The NIH, National Cancer Institute and USU partnership was reviewed. Another partnership with USAID, NHLBI and USU was mentioned. The hiring freeze was reviewed and noted a serious decrease in FTE's. There have been 75 civilian new hires. It was noted that there have been exceptional difficulties hiring at senior leadership positions. Dr. Brawley noted the manpower study mentioned by the Brigade and getting the force ready for the Brigade. Bushmaster was noted to be a success with no mishaps. Brigade promotions did well and there is now a Marine Corps captain working in the Brigade. There are 300 active duty working in the Brigade with 27 vacancies. There was a conversation about the Enlisted to Medical Degree Preparatory Program and General Miller's previous reference about a need for undergraduate level tech degrees (radiation tech, etc.) Ms. Folk noted a 12% increase in research spending. The Henry M. Jackson Foundation for the Advancement of Military Medicine (HJF) returned \$13M to USU. Dr. Brawley noted the endowment moved from \$67.5M FY11 to \$87M FY14. License income was \$5.5M and CRADA income was \$1.2 M, all nice increases. USU employees won the Federal Laboratory Consortium Excellence in Technology Transfer Award, the third year in a row that USU has won this award.

Dr. Blanck noted his thanks to Dr. Brawley for his service to the Board and as chair of the preparatory group.

BREAK OCCURRED from 9:17am – 9:39am

VICE PRESIDENT FOR RESEARCH REPORT

Dr. Randolph noted that in this challenging extramural funding environment the faculty are still very competitive and creative in securing funding. Dr. Randolph reviewed the following points from the Vice President for Research Report at tab 39:

- An increase of \$157.9M in funding due to partnerships and collaborations (Dr. Randolph provided an updated report that reflected a total of \$294.5M in funds and noted the error on page two of her report in the Board materials which shows \$287.6M in total funds.)
- DoD infrastructure funding for four research programs. (Dr. Elster's department is incorrectly noted as MED in the report and should read SUR.)
- Additional collaborations with NIH
- 46% success rate for DoD funding and 28% success rate for NIH funding
- Continued work on the Unity of Effort with Walter Reed
- Almost at FY12 levels of Intramural Funding. Last year there was a substantial decrease due to sequestration
- Dr. Yvonne Maddox will be joining the staff as Vice President for Research. Dr. Maddox noted the exciting opportunity and her goal to enhance NIH collaborations. Dr. Maddox noted her start date is soon (TBD)

- Research Days at USU are schedule for May 12-13 and will feature the research of the faculty and students
- Dr. Rice noted the terrific job of Dr. Randolph filling the role of Acting Vice President for Research

USU INSPECTOR GENERAL'S REPORT

Mr. Henske noted his report at tab 40 and reviewed the following points:

- The IG office began in 2013 with the assistance of General Griffith. There is a University Instruction in place that outlines the function of the University Inspector General (IG) office. It was important to give the leadership team the opportunity to call upon the IG office as needed for an outside opinion
- The quarterly IG report has several components to include the President's Open Door Policy and online access to Dr. Rice. Inquiries can be anonymous and provide all employees the ability to reach Dr. Rice
- Mr. Box from the Office of General Counsel has been able to assist with investigations noted in this report including some items that are also connected to HJF
- Dr. Rice noted the accomplishment of the IG office and Mr. Henske's credentials that make him the best candidate for this office. Dr. Rice noted that due to the organizational complexity and rules in place, there was a need for this office. General Griffith noted that his experience as an IG showed the need for the office. Dr. Sculley noted the complexity of the University and some students, such as the Postgraduate Dental College and asked about crossing commands during IG functions. Mr. Henske noted that to gain access individuals can go through Service-specific chains of command and then the Service will approach this office. Additionally, one can go through the DoD IG. Dr. Rice noted the comparability to other Universities with an internal audit function.
- In closed session there will be further details

Dr. Blanck asked Dr. Woodson and Dr. Debas for comments.

GRADUATE ENDOWMENT FUND

Dr. Kellermann noted the education of Medical and Clinical Psychologists, School of Public Health (young and mid-career military officers) and interdisciplinary PhD programs included in Graduate Education. There are 224 civilian and uniformed graduate education students with the majority being military. There are 102 civilian, mostly PhD, and a small group of international students. All of the programs provide military relevant topics and directly facilitate the military and civilians to work at USU, in National Laboratories or at NIH. These programs are essential, PhD's are as vital as residents are to medicine in teaching hospitals. The value of PhD students and their role is not explicitly identified in current legislation. For the last forty years graduate education at USU has been supported with work-arounds. Current developments have challenged this approach and now the Board is being queried for help. Current funding is from four sources, appropriated dollars for stipends, NIH grants and research awards for fourth- and fifth-year students, extramural fellowships, and the SOM endowment. The endowment has been paying for student health insurance, transit benefits, etc. which are considerably draining the endowment. There is concern that program support will be exhausted in 5-7 years if we continue with the current process of endowment funding. There are significant student life concerns to include base access (no CAC card) and base resources as well as IRS

challenges (employee vs. staff, pay vs. stipend). Additional reviews have shown that there are restrictions on international graduate students, even for U.S. uniformed students that obtained a degree overseas. Four possible solutions include boosting the share of the SOM endowment to Graduate Education which will delay, not solve, the problem of funding. Another option is to boost appropriated funds for 65-70 stipends. Yet possible legal questions about civilian scholarships and a 70-90 hour work week arise, even though the individual is not a federal employee. Another option is designating the students as term-limited federal employees (NTE), but the FTE cap poses a problem. A limited DoD waiver for a group of individuals for global health engagement would also be desired. Dr. Kellermann noted that without the PhD program, SOM accreditation would not be able to be maintained. PhD's work extensively support the basic science enterprise. Dr. Kellermann notes that creativity in sustaining this program is paramount and changes must occur in order to proceed. The financial expense would be about \$1.2 million to take the burden off the endowment and solve the problem.

Dr. Wilensky asked about the likelihood of the term-limited federal employees and international graduate student waivers occurring. Mr. Kaar noted that the term-limited employees were proposed in 1976 and DoD General Counsel approved the proposal, but he is not sure what happened after that. Today, there is the FTE cap. Medical students are active duty but don't show up in the end strength. To do the same thing for graduate students would be ideal. The hiring authority of Title X was reviewed and Mr. Brown in CHR noted it may be possible. The bigger issue with the international students is security clearances and access to computer systems. At NIH, residents and fellows cannot work in the hospital here because of the computer access.

General Griffith noted that the work with PACOM and USARPAC may be a way to get the international students on board. Mr. Kaar noted that the engagement with foreign military medical schools is statutorily allowed. Dr. Rice noted that the security issue is still a problem.

Dr. Blanck stated that while international students are being pursued, that is separate from the larger issue of graduate students. Mr. Kaar noted the GS system is not feasible. Dr. Brawley noted the requirement of a graduate school for the medical school to exist. Mr. Kaar noted that statutorily we have everything in place, however, the provision for payment is not addressed. Currently the process is using a DoD provision for a stipend, however, a recent review has questioned the authority for the stipend.

Dr. Brawley noted the critical aspect of this quality graduate education program.

Dr. Blanck asked if there is anything else the Board could do. Dr. Rice said they could draft a letter for the Board's consideration and endorsement that would then be forwarded to Dr. Woodson. Dr. Rice noted the USD(P&R) change to the USU FTE cap and the comptroller was questioning the authority of USD(P&R) to make that change. Mr. Kaar noted that there is speculation that the change from 1976 was due to FTE's. Current discussions include making the students Research Fellows. Dr. Rice noted that a letter would be drafted for the Board's consideration.

Dr. Blanck noted that we would move ahead on the agenda to the Faculty Appointment Process update and then return to the USU Honor Code agenda item.

FACULTY APPOINTMENT PROCESS – UPDATE

Dr. Reamy referred to tab 42 noting the flow charts. Dr. Reamy is following up on the charge from the Board to review and study the current Committee on Appointments, Promotion

and Tenure process and identify efficiencies and ways to streamline the process. A multidisciplinary team was assembled as a process action team to improve efficiency, reduce frustration, eliminate redundancy and reduce paperwork. The first flow chart is the process as it was. The group met with vigorous debate and identified several deficiencies on page two, noting the second flow chart. The key issues identified were the elimination of 15 steps and ability to load faculty packages securely and they would move electronically. Dr. Reamy noted the iPads on the tables included the new process of presenting the faculty CV's for the Board meeting. Another outcome of this group was the suggestion to eliminate the abbreviated CV and provide the full CV to the Board. Dr. Reamy noted that he is looking for two actions, one to eliminate the abbreviated CV and a second action to endorse the new process. Dr. Rice noted the as-is process is not one of design, however, identifying the current process by Dr. Reamy and the proposed rational process is much better. Dr. Kellermann noted the superb presentation by Dr. Reamy.

USU HONOR CODE

Dr. Lisa Moores noted the purpose for her presentation of the new honor code built from the ground up by the students. The background for this honor code was a perception in the student body that integrity and honor weren't being emphasized. Students wanted something more simple and with student ownership. Goals for the honor code were reviewed. A committee was formed with two honor reps from each class and school. The school leadership was asked to join and shepherd the committee. The primary research was with the Service academies. The new honor code is "We do not lie, cheat or steal, nor do we tolerate those who do." The students liked that it was easy to recite and remember. The students were asking each other to observe, confront and report. A structure was put in place for an honor board. If there is a violation and a board is called, that structure was reviewed. The board is confidential, not a legal proceeding and wouldn't occur in a UCMJ situation. Academic or military discipline would come from the Dean of Students or Commandant. Buy-in from the students has been tremendous. The class of 2018 recited and signed a statement that they received the briefing. Curriculum enhancements are being reviewed by the students. For remediation aspects, they met with the Naval Academy for readings and topics of interest.

Dr. Blanck noted that a presentation to the incoming classes is great and the preventive aspect is key.

Dr. Moores noted that the majority of previous issues come from those that were not prior service and had little experience with the honor code.

Maj Gen Hogg asked if this was a Medical School or USU initiative. It was noted by Dr. Moores that it is a USU initiative. Dr. Romano noted that the GSN was reviewing the process and procedures for executing but fully supported the Honor Code itself. Dr. Moores noted the seniority of the individuals in the GSN (much higher) versus the SOM.

Dr. Kellermann noted that the University is committed to integrity and honor and students today appreciate the culture of honor, honesty, integrity and respect on the campus. BG Clark stated that an honor code in the academic setting will translate in to the practice of medicine. Dr. Moores noted that meeting with previous students they correlated the practice of honoring the code in to the practice of medicine and medical errors.

Dr. Blanck requested an honor code update in the next year.

BREAK OCCURRED from 10:35am – 10:53am

WALTER REED NATIONAL MILITARY MEDICAL CENTER (WRNMMC) – RECAPTURING PATIENTS

Dr. Blank noted that for the minutes the recapture title has been changed to Unity of Effort. The briefing title has changed, not the content.

BG Clark noted the six lines of effort that are falling under the USU and Walter Reed Unity of Effort. BG Clark noted the evolution of the effort starting with an office call from Dr. Kellermann. Dr. Kellermann noted his purpose in assisting Walter Reed so they may flourish and the medical school can flourish with a final benefit to the MHS and the country.

COL Hutchinson briefed the idea of America's Health Campus which stemmed from this Unity of Effort. A patient focus between WRNMMC and USU is the foundation for military readiness. Each of the six pillars of effort have leaders which leverage and enhance resources and programs. The accreditation of the simulation center was important for the first pillar (medical simulation). The USU simulation center is one of four simulation centers in the world with the education fellowship accreditation. The purpose is to train all levels of health care providers. The second pillar of pathology has a purpose to create a framework for efforts. The clinical and education components work together and they have created joint training programs with USU and Walter Reed. The way ahead is proposed to be a chair under dual leadership of Walter Reed and USU. The third pillar is Traumatic Brain Injury, based on Dr. Woodson's efforts to focus on TBI. The way ahead is capturing inpatient and outpatient care and to expand the neurocognitive ward and create a TBI pathway of care. Before this effort, there were four distinct entities and by July there will be complete integration. The Murtha Cancer Center was officially recognized in December 2014 with patient-centered focus to optimize resources and provide the best care. The key accomplishments include integration of leadership and research funding. The Murtha Cancer Center is the only DoD Cancer Center of Excellence.

Dr. Blanck asked about NMC Portsmouth and Womack. COL Hutchinson noted Murtha Cancer Center money is being sent to those locations for individuals to come here. Dr. Kellermann noted that the vision is that the Murtha Cancer Center would be a MHS-wide referral center with optimal cancer care. Dr. Johns asked if a comprehensive cancer center designation would be possible. It was noted that it is a possibility and they are using those guidelines.

Dr. Wilensky asked if this was MHS-wide and what timeline was being used. It was noted that it is MHS-wide and Dr. Kellermann noted that it is months to years to full maturity. Dr. Kellermann noted that there is dependence on the individual MTF. Dr. Wilensky asked if there would be optimal cancer care centers at the MTF level. Dr. Kellermann said that is part of the vision. Dr. Rice noted that the two sites provide the ability to prove a concept.

RADM Linde asked if there is a drive for the MHS to become cancer experts or if there are other issues such as TBI. It was noted that there are over 1000 active duty members diagnosed with cancer each year (not including beneficiaries or retirees). Other big health care centers have a central location where they send their complex cases. Dr. Rice noted the era of minimally invasive surgery and non-operative care, however, on the battlefield this cannot be accomplished. Very few surgeons that do abdominal surgery are cancer surgeons. Dr. Kellermann noted that optimal cancer care is less expensive than suboptimal care. COL Shriver noted a 10-40% cost decrease if patients are kept in the MHS direct care. Dr. Brawley noted his Public Health service in Oncology at the National Naval Medical Center and the National Cancer Institute. Dr. Brawley noted the benefits beyond the Murtha Cancer Center. The NCI can send their fellows to see surgeries not common over there. The potential for data analysis is

tremendous. This results in a good science and good outcomes for NIH and DoD and the cost is relatively less expensive. There could be a global lowering of cost with the potential for epidemiology.

COL Hutchinson noted the pillar of research that touches every other pillar in the Unity of Effort, all improving patient care. Key accomplishments include the Memorandum of Understanding. The way ahead is to define pathways, build a unified research financial model and navigation tools for those individuals wanting to do research. The final and newest pillar was stood up in 2014. All graduates of USU should have the capability to be a military medical leader. A national standard for medical officers to shape military medicine. With training and curriculum and shared strategies and opportunities.

Dr. Blanck asked if research would have a single IRB. COL Hutchinson noted that is the goal. Dr. Kellermann said the only thing better is a national IRB, then science would be transformed in the MHS. RADM Linde noted that when they are ready to move to the next level the HHS has many other federal components in the area to consider. Dr. Kellermann noted the exciting opportunity when combining efforts.

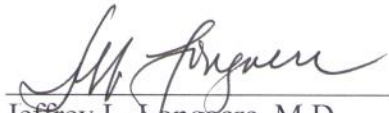
Dr. Woodson thanked those involved and emphasized the importance to the MHS in having these centers of excellence as a hub and spoke to serve all the MHS and beneficiaries. The partners have a win-win result and this also allows for the creation of telehealth and other programs. It is important to establish a place for advanced care and there are important missions relative to research and clinical training and readiness. Dr. Woodson noted his full support.

Dr. Blanck thanked Dr. Woodson for his comments. Dr. Blanck noted his start with the school in 1976 and the vision then was what is occurring now. Thanks to the leaders of the institution and the deans.

ADJOURNMENT

There being no further business on the agenda, Dr. Blanck asked if there was any further information to be brought forward, then adjourned the open portion of the meeting at 11:13 a.m.

SUBMITTED:



Jeffrey L. Longacre, M.D.
Executive Secretary, Board of Regents

APPROVED:



Ronald R. Blanck, D.O.
Chair, Board of Regents

Prepared by: Jennifer Nuetzi James, Designated Federal Officer